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TO: William I. Campbell **DATE:** February 17, 1993

FROM: Ellen Merlo

SUBJECT:

The following outlines the action PM USA is taking to address the ETS issue.

Approximately one month ago, we had an internal brainstorming meeting with Steve, Denise Keane, my direct reports and four of the RD's. From that meeting, we agreed on a set of objectives and a preliminary plan.

OBJECTIVES

Our overriding objective is to discredit the EPA report and to get the EPA to adopt a standard for risk assessment for all products.

Concurrently, it is our objective to prevent states and cities, as well as businesses from passing smoking bans.

And finally, where possible we will proactively seek to pass accommodation legislation with preemption.

STRATEGIES

To form local coalitions to help us educate the local media, legislators and the public at large about the dangers of "junk science" and to caution them from taking regulatory steps before fully understanding the costs in both economic and human terms. To execute this strategy, we employed a Washington based firm, APCO. (I attach the materials they submitted which contains their assumptions and recommended strategies.) We have approved a budget for eight weeks for them to work on strategies 1 and 3. (We will evaluate progress after we run the program in several states as models and then determine how to continue).

To implement our communications objective of identifying members of the media who might write supportive articles, we will start setting up meetings with individual writers as well as editorial review boards. We will also seek the help of our ad agencies to develop creative positioning for our issues that will be relevant to members of the media, legislators and the public at large. Vic Han is coordinating with Burson Marsteller, Leo Burnett and whoever else may be appropriate.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

On the legal front, there will be a meeting this week to review a presentation on Workers' Comp that Shook Hardy put together to present to large companies that might be considering a smoking ban. We are putting together presentation teams that can fan out to make as many of these presentations as possible.

In addition, Steve is recommending appointing two people -- one in USA and one in International -- to coordinate all ETS activity. The USA person would coordinate with both USA and Corporate here in the States. This person will not only coordinate all activity, they will also be part of the strategic planning process in how to best deal with the issue.

So to recap:

1. We are developing coalitions that will be tested at the state level in about four states in the next eight weeks to see if we can influence media, legislators, and the public at large.

2. We have developed a communications strategy and are now working on creative ways to position our message. We will train and identify credible spokespeople--depending on which message we are trying to communicate.

3. The RD's have made fighting taxes and fighting smoking ban legislation their top priorities (no exceptions) and where appropriate, are proactively pushing for accommodation with preemption legislation. This is currently happening in Alabama and Georgia. We are also polling all RD's to see where else it may be possible in 1993. Legislation will be a top priority everywhere in 1994.

4. We will set up teams to make presentations to corporations on workman's comp and IAQ (OSHA has responded to the pending lawsuit by saying they will not break ETS out as an issue from the overall issue of IAQ).

5. A group will be assigned to make ETS their only priority. It will report to Steve and coordinate with PM USA, Corporate and International.

6. If we can find credible third party endorsement, we will consider an ad campaign.

7. Concurrent with this activity, the USA Public Affairs group is developing white papers on the issue as well as model legislation. We will set parameters around that legislation indicating where we are willing to give and what must be protected at all costs.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

As discussed, all of these activities on the state level can buy us time even as we get legislation passed. But unless we move forward at the federal level to accomplish our overriding objective of getting the EPA to reevaluate the risk assessment and redo it using historical standards, our state actions could be reversed at a later date.

If you require additional information or specifics, let me know.

EM:km

cc: S. Parrish

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

OBJECTIVES

- Preempt unilateral action against industry
- Associate EPA study with broader questions about agency research and government regulations
- Link issue with other more "politically correct" products
- Have non-industry messengers provide reasons for legislators, business executives and media to view EPA study with extreme caution

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

ASSUMPTIONS

- The industry will continue to challenge directly the EPA study and its implications.

- No matter how strong the arguments, industry spokespeople are, in and of themselves, are not always credible or appropriate messengers.

- Non-industry spokespeople will challenge EPA study if issue is broadened beyond the scope of this individual report.

- Non-industry initiatives should complement current industry actions and, where appropriate, take advantage of existing industry resources.

- The right spokespeople will produce the right popular media response which will produce the right public response.

- A coalition building and grassroots strategy should be interwoven with a communications strategy.

- Every tactic pursued in the short-term should be structured so it can be leveraged to achieve long-term goals.

- A single messenger speaking out on multiple messages will not have nearly as much impact as several messengers promoting one or two messages each.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

KEY MESSAGES

- Science never should be corrupted to achieve political ends.

- Economic growth cannot afford to be held hostage to paternalistic, overregulation.

- Improving indoor air quality is a laudable goal that will never be accomplished as long as tobacco smoke is the sole focus of regulators.

- Unfounded fear -- whether it be from dioxin, Alar, tobacco smoke, cellular telephones -- only benefits plaintiff lawyers who are always trying to win a fast buck.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY ONE:

Restoring Integrity to Science Coalition (RISC)

- o A national coalition intended to educate the media, public officials and the public about the dangers of "junk science." Coalition will address credibility of government's scientific studies, risk assessment techniques and misuse of tax dollars.

- o Coalition is composed of a board that includes scientists, business executives from "targeted" industries and other spokespeople seeking to improve quality of EPA research. (Where appropriate, coalition should solicit views of international business leaders who are troubled by quality of EPA research.)

- o Upon formation of Coalition, key leaders will begin media outreach, *e.g.*, editorial board tours, opinion articles, and brief elected officials in selected states.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY ONE -- WORK PLAN/BUDGET

Weeks One - Four

-- Identify and recruit Chairman.

-- Meet with leaders of existing organizations that might complement RISC's objectives. Ensure RISC complements and enhances, rather than competes with or duplicates, overall effort. Identify organizations that might join or encourage membership to join new coalition.

-- With assistance of Chairman, recruit other coalition leaders.

-- Prepare coalition mission statement/written materials.

-- Identify and begin production of "products" for coalition, *e.g.*, public opinion survey, business executives survey, research paper, *etc.*

-- Identify existing research groups that new coalition can co-sponsor conference on "junk science" in key markets.

-- Broaden outreach of coalition to broaden base of supporters and financial support.

-- Identify key states where coalition leadership might begin initial briefings of media, public officials and business executives.

-- Train coalition leaders prior to speaking tours.

Weeks Five - Eight

-- Prepare and place opinion articles in key markets.

-- Initiate tours of key markets with Coalition leaders.

-- Broaden coalition supporter base and fundraising efforts.

-- Release first coalition report to media, public officials.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY ONE -- WORK PLAN/BUDGET CONT'D

Weeks Nine - Twenty-Four

-- Continue expanding coalition.

-- Conduct additional tours of key areas.

-- Where appropriate, use coalition to attract grassroots response to relevant legislative proposals.

-- Hold conference on "junk science" issues in key market.

-- Release another coalition product.

Budget Estimate for Weeks One - Twenty-Four

--	APCO Fees	--	$25,000 per month (not including expenses)
--	Coalition expenses	--	$75,000
--	Other potential costs	--	
	survey	--	$25,000
	research study	--	$10,000
	grassroots outreach	--	$60,000

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY TWO:

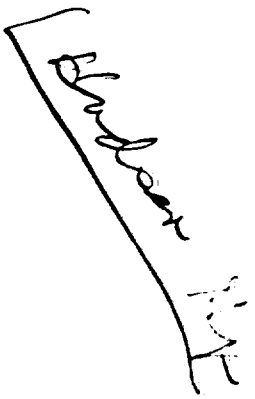
Create shadow version of U.S. Competitiveness Council

- o A coalition designed to be the heir of former Vice President Quayle's Competitiveness Council. It would promote the need to balance environmental regulation with economic growth, and highlight overzealous and inaccurate government studies and rules.

- o Unlike the Quayle group, this Council would be made up of credible business leaders who wish to serve as a watchdog group focusing on the Clinton Administration. Particular effort will be made to include those business leaders who endorsed candidate Clinton.

- o Key target audiences would include business community -- to educate corporate leaders on how to respond to overzealous Clinton regulators.

- o Other key audiences would include the media -- which might be attracted to a story about a group of business leaders, who endorsed Clinton and are now agreeing to continue a "shadow" Competitiveness Council.



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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY TWO -- WORK PLAN/BUDGET

Weeks One - Four

-- Identify and recruit Chairman.

-- Have Chairman begin recruitment of other business leaders to join Council, starting with list of business leaders who publicly endorsed Clinton/Gore.

-- Prepare Council mission statement/written materials.

-- Identify tasks that Council can undertake; *e.g.*, "report card" on Clinton regulatory policy, written commentaries on government research studies, opinion articles, research studies, *etc.*

-- Hold press conferences announcing formation of Council in key markets.

Weeks Five - Eight

-- Broaden membership and financial base of Council.

-- Prepare and place opinion articles.

-- Use Council to begin outreach, through newsletters and other formats, to state and local chambers of commerce, business groups, public officials, *etc.*

-- Begin editorial board tours to highlight Council's agenda and key areas where Council will be monitoring Administration policies.

Weeks Nine - Twenty-Four

-- Continue developing work products of Council.

-- Identify key policies where Council can testify or prepare written statements.

-- Have Council to endorse or raise profile of other research studies relating to regulatory policy with emphasis on regulatory and economic impact of Administration proposals.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY TWO – WORK PLAN/BUDGET CONT'D

-- Begin mail campaign to business leaders, public officials and likely sympathetic constituencies in key states about ongoing Clinton regulatory policies and studies at EPA, OSHA, *etc.*

-- Ask existing business associations and trade groups to market Council's message.

Budget Estimate for Weeks One - Twenty-Four

--	APCO Fees	--	$17,500 per month (not including expenses)
--	Council expenses	--	$75,000

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY THREE:

Increase broad-based support for "holistic" approach to indoor air quality legislation

- Ensure that in targeted states there is a comprehensive indoor air quality measure introduced in legislature.
- Mobilize grassroots support, particularly among labor and members of hospitality industry, in favor of "holistic" approach.
- Generate some support in state where there is pending legislation for a federal "solution" rather than state-by-state approach.

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY THREE -- WORK PLAN/BUDGET

Weeks One - Four

-- Identify targeted states and legislation to support/oppose.

-- Recruit, through existing network, key supporters of holistic approach.

-- Design grassroots educational materials.

-- If existing association or coalition does not exist to sponsor grassroots campaign, new organization needs to be created.

-- Where immediately necessary, employ grassroots tactics to encourage defeat/support for key legislation.

Weeks Five - Twenty-Four

-- Continue steps as identified above.

-- Broaden coalition where necessary.

Budget Estimate for Weeks One - Twenty-Four

--	APCO Fees	--	$12,500 per month (not including expenses)
--	Grassroots expenses	--	$150,000 (depends on number of states, extent of program *etc.*)

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000

STRATEGY FOUR:

Associate "fear studies" with plaintiff lawyer greed

- o Have key liability experts author newsletter articles for civil justice reform and business groups that show how plaintiff lawyers seek to take advantage of the fear caused by studies based on faulty science.

- o Show litigation trend in dioxin, Alar, cellular telephones, smoking cases following the release of scientific studies.

Work Plan:

-- Identify authors, prepare articles

-- Identify business groups, tort reform organizations, *etc.* that might print stories

-- Place selected stories in popular media

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Source: https://www.industrydocuments.ucsf.edu/docs/htgj0000